

SUCCESS STORY

POST GLOVER RESISTORS INC.

Advantage Kentucky Alliance

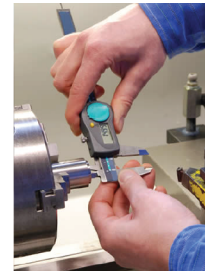
"AKA and Tim Vickers helped us relaunch our lean initiative and pursuit of process improvement. After merging and moving we needed advice on where to start and how to get the quickest return on our investment. We have followed the plan started and monitored by AKA to continue this improvement. The reduction in labor has given us the time to properly cross train people to allow for a more stable day-to-day running of production and a less stressed workforce." Richard Fields, President

CONTINUOUS IMPROVEMENT SUCCESS STORY: COMPANY FINDS NEUTRAL GROUND

ABOUT. Post Glover Resistors produces resistors at its Erlanger, Kentucky facility. The Kentucky-based company employs 110 team members who deliver a variety of resistors to their industrial, utility and transit customers. Post Glover brings the broadest line of neutral grounding resistor products and the most engineering experience in the industry.

THE CHALLENGE. As a longtime KY MEP client (NIST MEP affiliate), Post Glover and its employees have embraced Lean Manufacturing through classroom training and subscription Kaizen Days to address continuous improvement needs. With the acquisition of another resistor producer, integration pains were evident. The company's President determined 3 areas to improve: on time delivery, direct labor expense, and optimization of Engineering.

MEP'S ROLE. The merger brought many changes in personnel, product lines and even a new building. In order to regain focus, management worked through the Senior Vice President-Business Retention & Expansion/Manufacturing Projects for Tri County Economic Development Corporation, to find a competent partner to lead change. An Advantage Kentucky Alliance's Project Manager was found, whom had led a past Post Glover facility through a Lean transformation. After taking a key employee group through an Introductory Lean class, the Project Manager assembled a smaller team to map the Value Stream and uncover opportunities to achieve the goals set forth by Post Glover Leadership. They identified the total Lead time from quote to shipment, Inventory of orders in office and shop as well as the order touches, downtime, and bottlenecks. After the Current State was identified, the team brainstormed and red-lined the map for an improved Future State. Some breakout ideas were to add manpower in programming, improve scheduling and monitor uptime on Turrets. In total, the team identified 83 Action Items to become a road map for change over the next 12 months.



RESULTS



12% reduction in unnecessary Labor content in the Office and Shop



On time delivery increased to **89%** from 86%



Achieved design standards to reduce unneeded product variation

NEXT STEPS



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